



THE UNIVERSITY OF ARIZONA

College of Nursing

2021 - 2026 Strategic Plan

Over the past two years, the College of Nursing community engaged in creating a more inclusive culture we describe as “The Workplace We Want”. The Workplace We Want includes a commitment that all members of the College Community (faculty, staff, and students) are dedicated to the highest standards of excellence, professionalism, and ethical behavior. As part of this work, we formed an Equity, Diversity, and Inclusion (ED&I) Taskforce. The central value of ED&I is inclusive excellence which is embedded into the teaching, research, and service missions of the College. These initiatives are essential to achieving a culture of respect, trust, mutual understanding, and healthy working relationships. I am pleased to share our new Mission, Vision, and Values Statements that reflect this culture and align with the University and Health Sciences statements.

Ida M. (Ki) Moore, PhD RN FAAN
Anne Furrow Professor
Dean
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MISSION

We innovate nursing and interdisciplinary education, practice, research, and service to develop leaders, address healthcare challenges, and promote health, equity and inclusiveness.

VISION

To lead the advancement of nursing for transforming healthcare in our community, the State of Arizona, and the world.



VALUES

Integrity - Moral courage to act justly, ethically, and fairly

Compassion - Concern for and commitment to the well-being of all people

Exploration - Scholarly inquiry and scientific discovery acknowledging diverse perspectives to promote health and well-being

Adaptation - Advancing excellence in a dynamic healthcare landscape

Inclusion - Respect, engage, and care for all individuals and backgrounds

Determination - Perseverance, courage, and resilience to uphold excellence

During the 2020 academic year, a Taskforce began formulating our new Strategic Plan. The Plan was informed by a college-wide “Gap Analysis” as well as the Strategic Plans of the University and Health Sciences division. After approximately one year of incorporating comments from Communities of Interest and several iterative revisions, the College of Nursing Strategic Plan is ready to be launched! This five-year plan has six broad “Pillars” that align with the College’s mission, vision, and values as well as our commitment to ED&I and an environment of excellence. Each Pillar has a College Champion who will be responsible for implementing and evaluating Pillar objectives and strategies. The Pillar Objectives and Strategies are bold and ambitious; they will chart our future. I am grateful to the Taskforce, and proud to present the **FY2021-2026 College of Nursing Strategic Plan.**

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Strategic Planning Pillars

Teaching and Learning

Innovate nursing education to develop leaders who will transform healthcare practice and scholarship, and promote health, equity and inclusiveness.

Research and Scholarship

Achieve national and international recognition as a leader in research, scholarship, and training of independent investigators to address healthcare challenges, improve health and well-being, and promote health equity.

Professional Practice

Promote and sustain excellence in faculty professional practice to expand mentorship/development opportunities for students and contribute leadership to the healthcare community.

Service through Partnerships and Collaborations

Develop, invest, and sustain local, state, national and international service through partnerships and collaborative relationships.

Equity, Diversity, and Inclusion

Establish and sustain a healthy environment for students, faculty and staff modeling the attributes of inclusive excellence.

Environment of Excellence

Align CON structure and processes to maximize outcomes related to nursing and interdisciplinary education, practice, research and service in support of our mission.

TEACHING AND LEARNING

Innovate nursing education to develop leaders who will transform healthcare practice and scholarship, and promote health, equity, and inclusion.

Objective 1: Create innovative pathways for learning through recruitment, curriculum development, implementation, and evaluation in educational programming

Objective 2: Leverage technology to support curriculum improvement and educational programming

Objective 3: Maximize Student Experience and Engagement

RESEARCH AND SCHOLARSHIP

Achieve national and international recognition as a leader in research, scholarship, and training of independent investigators to address healthcare challenges, improve health and well-being, and promote health equity.

Objective 1: Achieve Top 10 in NIH Funding (e.g., >\$6M/year as PIs with CON as lead unit)

Objective 2: Establish recognized leadership in HRSA and Other Professional Training Grants (i.e., >\$3M per year in CON PI grants)

Objective 3: Create funded pre-and post-doctoral Training Opportunities



PROFESSIONAL PRACTICE

Promote and sustain excellence in faculty professional practice to expand mentorship/development opportunities for students and contribute leadership to the healthcare community.

Objective 1: Support faculty to promote and sustain excellence in teaching and practice through national certification in their area of specialty

Objective 2: Expand the use of Telehealth for faculty practice and student preceptorships across all programs (advanced practice as well as pre-licensure) by 25%

Objective 3: Expand faculty practice, precepting opportunities, and student placements

SERVICE THROUGH COLLABORATIONS AND PARTNERSHIPS

Develop, invest, and sustain local, state, national and international partnerships and collaborative relationships.

Objective 1: Develop and sustain local community partnerships and collaborations to meet our land grant mission to strengthen the bond with Arizona communities.

Objective 2: Establish global collaborations and partnerships to develop and support nursing education, scholarship, and research opportunities



EQUITY, DIVERSITY, AND INCLUSION

Establish and sustain a healthy environment for students, faculty and staff modeling the attributes of inclusive excellence.

Objective 1: Integrate values of inclusive excellence into core CON structure, processes and policies

Objective 2: Include ED&I activities in education, research, scholarship, practice and service

Objective 3: Implement strategies for recruitment and retention of diverse students, faculty, and staff

ENVIRONMENT OF EXCELLENCE

Align CON structure and processes to maximize outcomes related to nursing and interdisciplinary education, practice, research, and service in support of our mission.

Objective 1: Revise the organizational and governance structure, and leadership plan to optimize operations and shared decision-making

Objective 2: Evaluate, align, and optimize our college resources

Objective 3: Enhance professional development and mentoring for faculty and staff to equip CON community with best practices that are driven by evidence

Objective 4: Develop strategies to support and sustain robust intra- and inter-professional collaborations for research and scholarship

Objective 5: Create a culture of appreciation and recognition



Members of the Strategic Planning

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